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13 October 1988

JUDGE:

RE: Your proposed remarks at the
Career Trainee Graduation Ceremony
28 October 1988 3:30 p.m.
HQS Auditorium

Attached are proposed remarks for the graduation of the Agency's Career Trainees. This ceremony is held twice a year, and you addressed the last group of graduates on 15 April 1988. About ninety graduates will be at this ceremony, as well as their spouses and the career management officials of the
STAT four directorates. You will be introduced by [redacted] Director of the Office of Training and Education.

You have been invited to attend a reception immediately following the ceremony in the South Cafeteria. I suggest you attend for a brief time and would be happy to accompany you.

STAT [redacted]

Bill Baker

Attachments:
As Stated

STAT DCI/PAO/WMB [redacted]

Distribution:
Orig. - DCI
1 - D/PAO
STAT 1 - [redacted]
1 - Jean
1 - ER
1 - PAO Registry
1 - Ames (Hold)
STAT 1 - [redacted] (Chrono)

T-102-15

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PROPOSED REMARKS

BY

WILLIAM H. WEBSTER

DIRECTOR OF CENTRAL INTELLIGENCE

AT THE

CAREER TRAINEE GRADUATION CEREMONY

OCTOBER 28, 1988

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GOOD AFTERNOON. I AM VERY PLEASED TO BE HERE TO HELP MARK YOUR GRADUATION FROM THE CAREER TRAINING PROGRAM. DURING THE LAST YEAR AND A HALF, I HAVE HAD AN OPPORTUNITY TO SEE SOME OF THE DIFFERENT ASPECTS OF YOUR TRAINING, AND I BELIEVE YOU HAVE COMPLETED AN EXCELLENT PROGRAM. WHAT YOU HAVE LEARNED DURING YOUR COURSES AND INTERIM ASSIGNMENTS WILL PROVE VALUABLE THROUGHOUT YOUR NEW CAREER. THE BONDS YOU HAVE ESTABLISHED WITH EACH OTHER ARE IMPORTANT, AND I'M SURE MANY OF YOU WILL NEVER FORGET THE PERSONAL AND COLLECTIVE TRIUMPHS YOU ACHIEVED DURING THE COURSE OF THIS PROGRAM.

I WANT TO USE MY TIME HERE TO SHARE WITH YOU SOME OF MY OBSERVATIONS ABOUT OUR AGENCY -- OUR PEOPLE, OUR RESPONSIBILITIES, AND OUR VALUES. YOU ARE ABOUT TO BECOME FULL PARTNERS IN OUR WORK AND IT'S IMPORTANT FOR YOU TO HAVE A CLEAR IDEA OF YOUR COMMITMENT. I AM HAPPY TO SEE THAT SOME OF YOUR SPOUSES ARE HERE TODAY TOO -- I

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WELCOME THEM. WHEN THEY MARRIED YOU, THEY MAY NOT HAVE REALIZED THAT THEY, TOO, WOULD BECOME PART OF OUR AGENCY FAMILY.

I THINK THAT THERE ARE MANY ADVANTAGES TO BEING PART OF THE CIA FAMILY. BUT THERE ARE ALSO RESPONSIBILITIES. WE PERFORM VERY IMPORTANT WORK. WE HAVE A RESPONSIBILITY TO ENSURE THE INTEGRITY OF OUR PRODUCT -- AND THE INTEGRITY OF OUR ACTIONS. IT IS DIFFICULT, IF NOT IMPOSSIBLE, TO ENSURE INTEGRITY IN ONE WITHOUT MAINTAINING IT IN THE OTHER.

OUR WORK -- TO PROVIDE OUR GOVERNMENT WITH USEFUL, TIMELY, AND OBJECTIVE INTELLIGENCE AND TO CARRY OUT COVERT ACTIONS AUTHORIZED BY THE PRESIDENT -- IS INDISPENSABLE TO A NATION WITH OBLIGATIONS AS THE LEADER OF THE FREE WORLD. I SEE NO SIGNS THAT THESE RESPONSIBILITIES WILL DIMINISH. IN FACT, THERE IS EVERY INDICATION THAT OUR WORK WILL INCREASE IN IMPORTANCE AS POLICYMAKERS FACE BOTH NEW AND INTENSIFIED FOREIGN POLICY PROBLEMS.

WE FACE NEW CHALLENGES IN OUR EFFORTS ON THE SOVIET UNION. GORBACHEV'S DRIVE FOR DOMESTIC REFORM AND HIS FOREIGN POLICY

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INITIATIVES HAVE MANY IMPLICATIONS FOR U.S. INTERESTS. IN ORDER TO MEET THE INCREASING INTELLIGENCE NEEDS OF POLICYMAKERS, WE MUST BE AGGRESSIVE AND DEDICATED IN OUR COLLECTION EFFORTS, AND CAREFUL AND COMPLETE IN OUR ANALYSIS.

ARMS CONTROL WILL CONTINUE TO REQUIRE SUPPORT FROM EVERY PART OF OUR ORGANIZATION, AS WE MONITOR THE INF TREATY AND SUPPORT NEGOTIATION OF THE START TREATY.

RECENT MOVES TOWARD PEACE DO LITTLE TO LESSEN OUR RESPONSIBILITIES. ALTHOUGH THE SOVIETS ARE WITHDRAWING FROM AFGHANISTAN, CONFLICT BETWEEN THE REGIME AND THE RESISTANCE FIGHTERS CONTINUES. AFGHANISTAN MUST REMAIN AN IMPORTANT FOCUS OF OUR WORK. THE PERSIAN GULF WILL ALSO REMAIN AN INTELLIGENCE PRIORITY. THE USE OF CHEMICAL WEAPONS IN THE IRAN-IRAQ CONFLICT, THE FITFUL PEACE TALKS BETWEEN THOSE TWO COUNTRIES, AND THE CONTINUED U.S. MILITARY PRESENCE IN THE GULF ALL ENSURE THAT POLICYMAKER INTEREST IN THE REGION WILL CONTINUE TO BE HIGH.

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ALTHOUGH THESE ARE JUST A FEW OF THE ISSUES AND CHALLENGES WE FACE, THEY EMPHASIZE HOW MUCH WE NEED YOU ON THE JOB. THEY SHOULD ALSO IMPRESS YOU WITH THE WEIGHT OF OUR RESPONSIBILITY -- A RESPONSIBILITY THAT REQUIRES MAINTAINING INTEGRITY AND HIGH QUALITY IN OUR PRODUCT. AND THIS IS ONLY POSSIBLE IF WE MAINTAIN INTEGRITY IN OUR ACTIONS.

AS YOU ENTER OUR WORKFORCE, YOU MUST UNDERSTAND THAT WE WILL PUT GREAT TRUST IN YOU -- AND YOU WILL NEED TO BE WORTHY OF THAT TRUST. OUR EMPLOYEES HAVE GREAT AUTONOMY -- THEY NEED IT TO DO THEIR JOBS WELL. AND WE TRUST THEM TO USE THEIR FLEXIBILITY AND THEIR DISCRETION WISELY. WE COULD NOT FUNCTION IF WE COULD NOT TRUST A CASE OFFICER, ALONE WITH AN AGENT IN A SAFEHOUSE, TO REPORT PRECISELY WHAT IS SAID AND DONE. WE COULD NOT EXPECT ANYONE TO VALUE OUR INTELLIGENCE IF WE WERE NOT CERTAIN OUR ANALYSTS DID THEIR BEST TO PRESENT THE COMPLETE PICTURE, WITHOUT BIAS. WE COULD NOT DEVELOP AND MANAGE COMPLEX TECHNICAL COLLECTION SYSTEMS -- SOME COSTING MILLIONS OF DOLLARS -- IF OUR PROJECT OFFICERS WERE NOT

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BEYOND REPROACH. AND WE WOULD NOT HAVE THE FLEXIBILITY NECESSARY FOR QUICK AND CREATIVE RESPONSES IF WE COULD NOT RELY ON OUR ADMINISTRATIVE OFFICERS TO WORK WITH A MINIMUM OF SUPPORT AND GUIDANCE.

YOUR ACTIONS MUST ALSO BE WORTHY OF PUBLIC ACCEPTANCE AND PUBLIC TRUST. WE WILL HAVE THIS ONLY IF WE ARE ALL SEEN TO BE FIRMLY COMMITTED TO THE CONCEPTS OF INTEGRITY AND OBJECTIVITY. AS A GUIDING PRINCIPLE, OUR SECRET ACTIVITIES MUST BE SO WELL THOUGHT OUT THAT, IF THEY WERE TO BECOME PUBLIC, THEY WOULD BE SEEN TO MAKE GOOD SENSE. TO GAIN THE PUBLIC'S TRUST, OUR GOALS AND ACTIVITIES MUST ALWAYS EMBODY AMERICAN VALUES.

TO KEEP THE PUBLIC'S TRUST, WE MUST ALSO BE FAITHFUL TO OUR NATION'S LAWS AND TO OUR CONSTITUTION. IT IS ONLY BY UPHOLDING THE LAWS OF THE UNITED STATES THAT WE CAN BE ASSURED OF PUBLIC SUPPORT FOR WHAT WE DO.

I URGE YOU TO BE CREATIVE, AGGRESSIVE, AND RESPONSIVE. BUT THERE MUST BE NO CONFLICT BETWEEN FULFILLING OUR MISSION AND

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OBSERVING THE LAW. I AM DEEPLY COMMITTED TO THE CONCEPT THAT, WHILE WE MUST GET THE JOB DONE, WE MUST DO OUR WORK WITH ABSOLUTE FIDELITY TO OUR CONSTITUTION AND TO OUR LAWS. I HAVE WORKED TO ENSURE THAT YOU CAN DO YOUR WORK WITH THE MEANS AND THE FLEXIBILITY THAT YOU NEED, BUT ALWAYS WITH THE UNDERSTANDING THAT YOU, IN TURN, WILL HONOR YOUR RESPONSIBILITIES TO THE CIA AND TO THE COUNTRY.

YOUR SENSE OF COMMITMENT IS IMPORTANT. DURING YOUR CAREER, YOU WILL BE WORKING TO PROTECT AND SERVE THE NATION, AND YOU WILL HAVE TO PUT THAT TASK ABOVE SELF-INTEREST. THERE WILL BE LONG HOURS, AND YOU AND YOUR FAMILY WILL ENDURE SOME DIFFICULT TIMES. OUR LIVES ARE GOVERNED, NOT BY A TIMECLOCK, BUT BY THE FLOW OF WORLD EVENTS. PERSONAL SACRIFICE IS -- NECESSARILY -- A PART OF OUR ETHIC.

IT IS AN ETHIC THAT CHALLENGES ALL OF US TO DO OUR VERY BEST. DURING THE LAST YEAR AND A HALF, I HAVE COME TO KNOW SOME EXTRAORDINARILY TALENTED AND DEDICATED AMERICANS IN THIS AGENCY. I HAVE VISITED 18 COUNTRIES -- INCLUDING MANY IN THE MIDDLE EAST -- AND I HAVE OBSERVED FIRSTHAND THE SUCCESS OF OUR OPERATIONS

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OVERSEAS -- A SUCCESS THAT COMES IN SPITE OF PHYSICAL HARDSHIP AND PERSONAL RISK AND BECAUSE OF THE DEEP COMMITMENT OF OUR PEOPLE.

AS YOU HAVE SEEN IN YOUR TRAINING, WE ASK A LOT OF YOU. BECAUSE YOU MET OUR HIGH ENTRANCE STANDARDS AND SUCCESSFULLY COMPLETED THE CAREER TRAINING PROGRAM, I KNOW YOU ARE UP TO WHAT WE ASK. BUT REMEMBER THAT YOUR RELATIONSHIP WITH THE CENTRAL INTELLIGENCE AGENCY IS ONE OF MUTUAL SUPPORT. THIS IS AN AGENCY THAT TAKES CARE OF ITS PEOPLE -- AN AGENCY THAT WILL ENCOURAGE YOU TO EXCEL AND REWARD YOU FOR EXCELLENT SERVICE. WE NEED YOU, AND WE WILL DO OUR BEST TO MAKE YOU WANT TO STAY WITH US.

AT THE CONCLUSION OF THIS CEREMONY, EACH OF YOU WILL SET OFF ON A NEW CAREER PATH. YOU CAME TO US FROM MANY DIFFERENT BACKGROUNDS. AND, AFTER TODAY, YOU WILL GO YOUR INDIVIDUAL WAYS AS ANALYSTS, OPERATIONS OFFICERS, ADMINISTRATIVE OFFICERS, PROJECT MANAGERS, AND TO OTHER SPECIALITIES. BUT I HOPE THAT YOUR COMMON EXPERIENCE HAS MADE EACH OF YOU -- FIRST AND FOREMOST -- AN <u>INTELLIGENCE</u> OFFICER.

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JUST LAST YEAR, THE CENTRAL INTELLIGENCE AGENCY CELEBRATED ITS 40TH ANNIVERSARY. DURING THE LAST 40 YEARS, WE HAVE GROWN FROM A SMALL, COHESIVE GROUP OF PROFESSIONALS WITH SIMILAR BACKGROUNDS TO A COMPLEX ORGANIZATION DIVIDED INTO FOUR LARGE DIRECTORATES AND PEOPLED WITH INDIVIDUALS OF MYRIAD BACKGROUNDS AND SPECIALITIES. IN SUCH AN ORGANIZATION, WE NEED A UNITY OF PURPOSE, AND WE NEED TO UNDERSTAND ONE ANOTHER'S MISSIONS. I CHALLENGE YOU TO THINK OF YOURSELVES AS BEING PART OF ONE AGENCY, NOT AS BEING PART OF A SPECIALIZED GUILD. THE AGENCY FACES INCREASING DEMANDS, AND WITH THEM THE NEED FOR GREATER TEAMWORK. I WILL DEPEND ON YOU, AND ON SUCCESSIVE CLASSES OF PROFESSIONALS LIKE YOU, TO MEET THIS CHALLENGE IN THE YEARS AHEAD.

MY WARMEST CONGRATULATIONS TO EACH OF YOU ON YOUR GRADUATION.

STAT AND NOW, [redacted] WILL JOIN ME FOR THE PRESENTATION OF THE CERTIFICATES.

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